



# Police Department

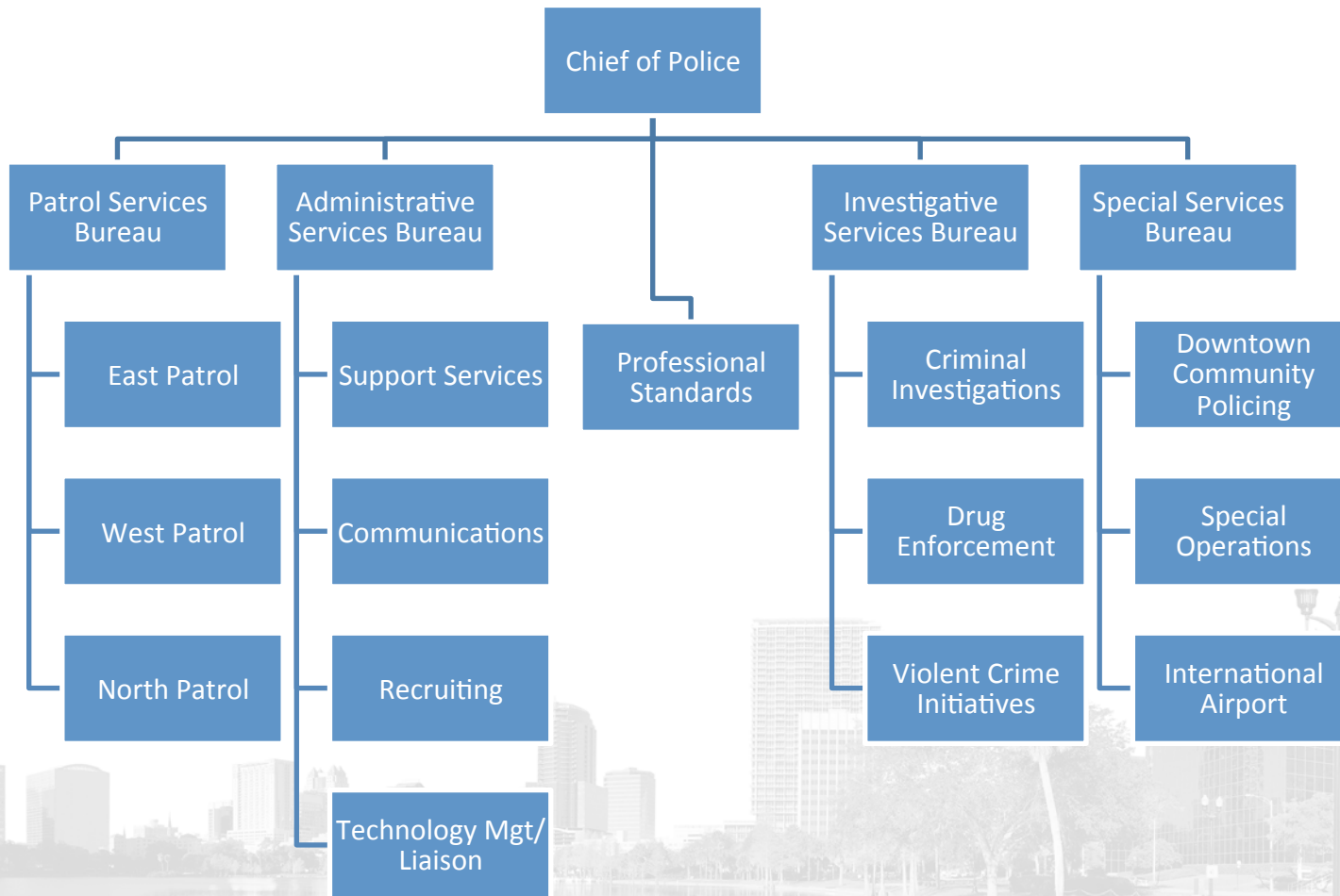
*Mission: reduce crime and maintain safe neighborhoods in the City of Orlando*



OFFICER  
ORLANDO  
POLICE

GREAT SEAL OF THE STATE OF FLORIDA  
IN GOD WE TRUST

# Organization



# Total Staffing

Bureau		FY2002	FY2010	FY2014
Administration	Sworn	15	21	21
	Civilian	24	28	18
Administrative Services	Sworn	0	5	5
	Civilian	0	153	142
Investigative Services	Sworn	199	149	150
	Civilian	19	25	25
Special Services	Sworn	107	169	206
	Civilian	213	17	16
Patrol Services	Sworn	358	399	361
	Civilian	38	31	32
<b>Total Civilian</b>		<b>294</b>	<b>254</b>	<b>235</b>
<b>Total Sworn</b>		<b>678</b>	<b>743</b>	<b>743</b>
<b>Department Total</b>		<b>972</b>	<b>997</b>	<b>978</b>



# Staffing Per Capita (1K)

	FY02	FY10	FY14
Population	187,210	241,288	248,731
Per Capita Sworn (1K)	3.6	3.1	3.0
Per Capita Civilian (1K)	1.6	1.1	0.9
Per Capita Sworn & Civilian (1K)	6.0	4.1	3.9

**Service Population Consideration:** In 2012, there were more than 57 million visitors to Orlando [http://](http://corporate.visitorlando.com/)

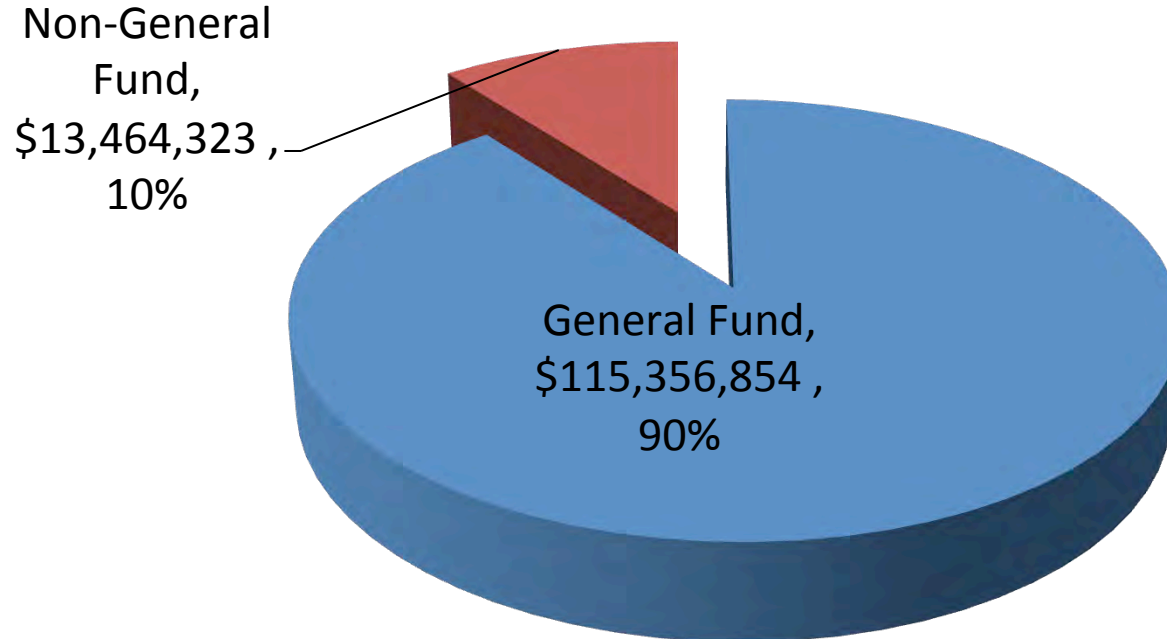
[corporate.visitorlando.com/](http://corporate.visitorlando.com/)

# Department Generated Revenues

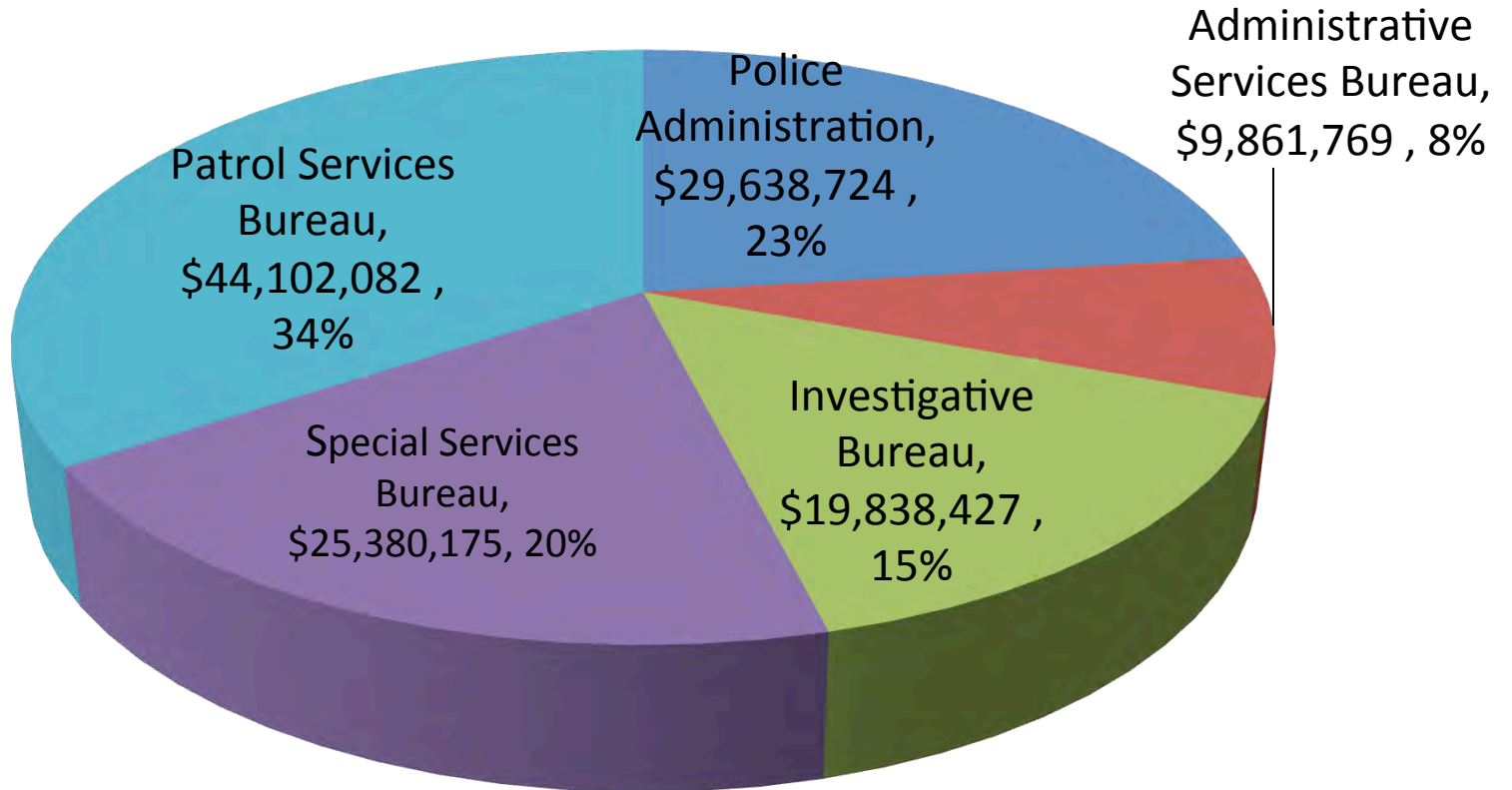
	FY12	FY13	FY14 (YTD)
<i>(Fees/Traffic Violations, Application fees, investigative costs reimbursements, take home vehicle Fees, driver permits, limo/taxi certificates, etc )</i>	\$4,023,603.05	\$3,721,173.52	\$1,832,694.01
Grant Awards (Revenues Received)	\$2,238,298.00	\$423,203.73	\$435,290.49
Law Enforcement Trust Funds (LETF) & Federal Asset Sharing Funds (FAST)	\$1,296,220.10	\$1,602,553.01	\$731,425.31
L.E. Training Fund	\$156,068.96	\$147,634.40	\$82,433.37
GOAA	\$7,448,590.01	\$9,103,149.45	\$4,001,292.73
OCPS-Crossing Guard	\$396,282.08	\$321,953.51	\$168,041.35
911 Emergency System	\$493,418.82	\$392,367.09	\$285,841.92
<b>TOTAL REVENUES</b>	<b>\$16,052,481.02</b>	<b>\$15,712,034.71</b>	<b>\$7,537,019.18</b>

# Primary Funding Sources

**Police Department Total Budget FY13/14 = \$128,821,177**



# Budget by Bureau





# Key Accomplishment & Service Delivery Innovations

## ➤ Body Worn Cameras

- 12-month study by USF
- 50 officers provided body worn cameras
- 50 officers not provided body worn cameras (test group)

## ➤ Benefits

- Third Independent Eye
- Reduces False Complaints/Lawsuits
- Improves behavior of all parties (citizens & officers)
- Shows entire incident from start to finish
- Reduces the number of response to resistance incidents and reduces officer and offender injury during response to resistance incidents

# Key Accomplishment & Service Delivery Innovations

- Joint Homicide Investigations Team (JHIT)
- Swing Shifts
- Technology
  - Mutualink – Allows connectivity with other systems
  - 10 additional IRIS Cameras added to Parramore Area
  - 17 IRIS Cameras Semoran Corridor (UASI Funding)
- Motors and DUI Electronic Ticket Writers
- FTO Squads



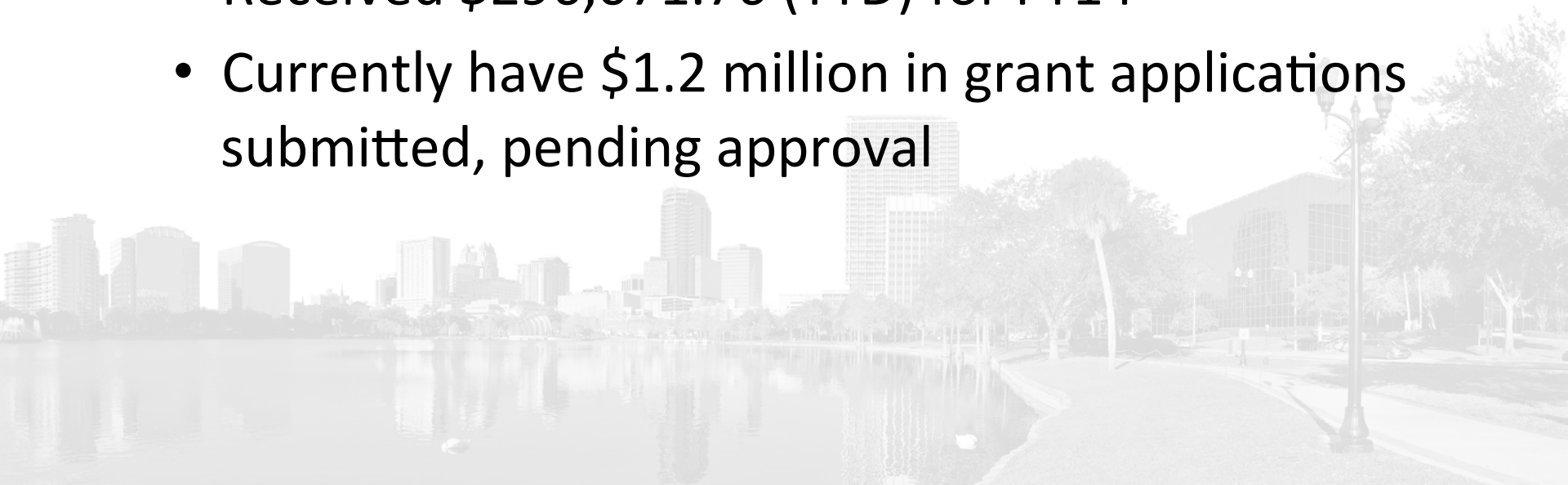
# Police Department

Programs and Services



# Police Administration

- The Professional Standards Division has received and managed more than \$5.5 million in grant funds over the past 5 years
  - Received \$615, 033.52 in FY 13
  - Received \$296,071.76 (YTD) for FY14
  - Currently have \$1.2 million in grant applications submitted, pending approval





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CITY OF ORLANDO  
POLICE HEADQUARTERS



**Administrative Services Bureau**



# Administrative Services Bureau

## ➤ Administrative Services Bureau (ASB)

- Between FY07 & FY 14 ASB budget decreased \$3,787,099
- With a staffing decrease of 67 employees

## ➤ Recruiting Unit

- Streamlined the recruiting process by having panel interviews prior to background/polygraph, reducing the number of polygraphs
- Recruiting Assistance Program (R-A-P): officers assist Recruiting Unit with background checks, applicant reviews and panel interviews

# Administrative Services Bureau

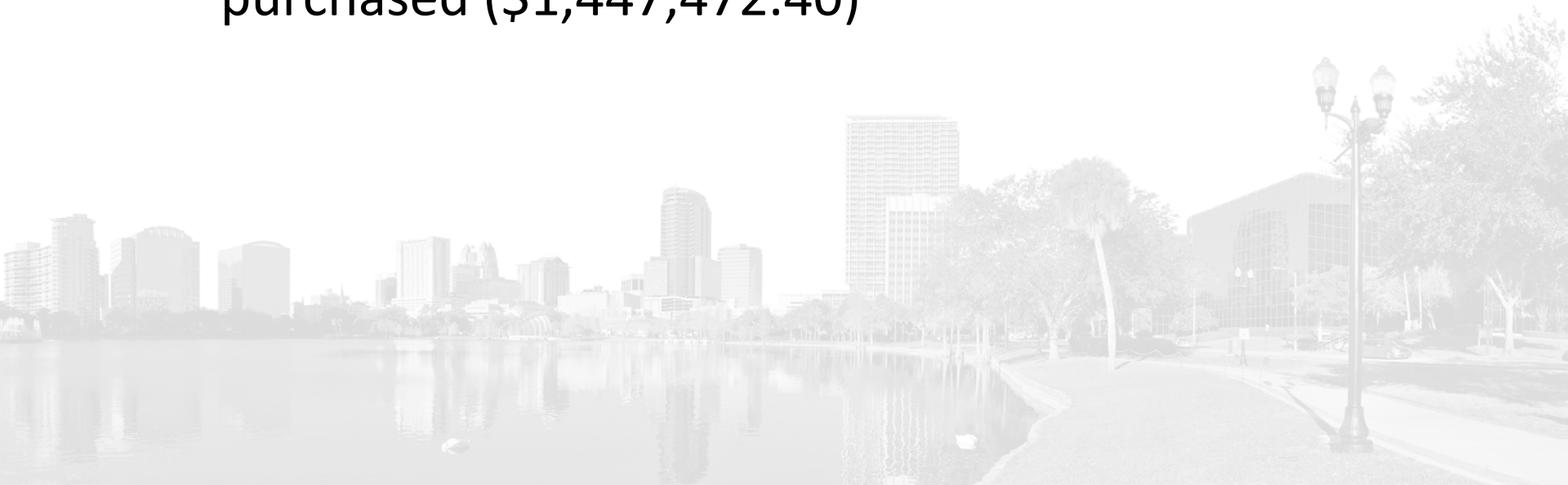
## ➤ Support Services Division

- Quartermaster Unit adjusted hours and closed the Supply Window on holidays, decreasing overtime costs
- 2,551 police reports were generated through the OPD on-line reporting system (FY14YTD)
  - Estimated cost savings of \$150,720, due to not dispatching an officer or CSO
- OPD Property and Evidence disposed of 24,243 items, several disposed through Property Room.com
  - Generated \$12,000 in revenue

# Administrative Services Bureau

## ➤ Communications Division

- 10 vacancies- requiring **mandated** overtime
- Solution: continue to hire qualified applicants
- Radios: \$3,519,732.90 in grant funds used to purchase 642 radios. 264 more radios need to be purchased (\$1,447,472.40)





Investigative Services Bureau

# Investigative Services Bureau

## ➤ Criminal Investigations Division

- 10 detective vacancies (6 managed attrition)
  - Estimated annual savings of \$1.2 million
- Have 6 contract positions, augmenting staffing
  - Contract positions have no benefits, cost savings
- Homicide solve rate for 2013: 85%
- Professional Standards Division applied for 3 grants for Criminal Investigations, requested \$667,017.52



# Investigative Services Bureau



## ➤ Joint Homicide Investigation Team

- JHIT consists of 7 OPD detectives, 4 full time agencies, and 6 part time agencies between Orange and Osceola County
- Since its inception, JHIT has worked 50 homicide cases, clearing 39.
- 78% Clearance Rate



**Special Services Bureau**

# Special Services Bureau

- Special Services Bureau (SSB)
  - Holding 4 vacancies (managed attrition)
- Downtown Community Policing Division
  - Parramore Heritage Bike Unit redeployed as the Delta Patrol
  - Allows for 7 day a week (dayshift) bike and patrol coverage





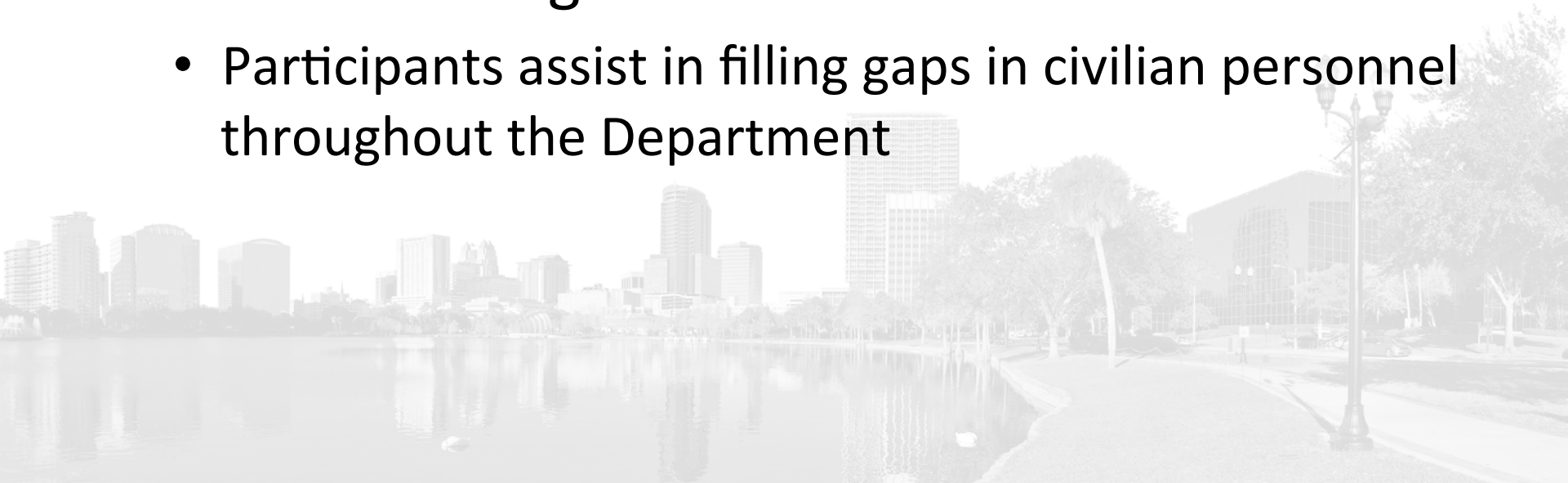
# Special Services Bureau

## ➤ International Airport Division

- Using 9 TEPRO Reserve Officers to fill the 9 existing vacancies
- TEPRO are contracted at \$32 per hr, no benefits

## ➤ Volunteer Program

- Participants assist in filling gaps in civilian personnel throughout the Department



# Special Services Bureau

## ➤ Special Operations Division

- Motors Unit & DUI Enforcement Team issued Electronic Ticket Writers
- Streamlining permitting process by participating in MyGov permitting software implementation







**Patrol Services Bureau**

# Patrol Services Bureau

## ➤ Swing Shift

- **Problem:** statistics indicate that the busiest time of day is 4 pm to 7 pm, due to rush hour, etc.
- Officers on dayshift are required to work overtime on calls that extend beyond their scheduled shifts.
- **Solution:** one officer from each dayshift squad now works an hour later (7 am to 7 pm); one officer from each midnight shift now works two hours earlier (3 pm to 3 am).
- Estimated reduction in overtime: **\$120,000**

# Patrol Services Bureau

## ➤ Field Training Squads

- **Problem:** Field Training Officers (FTO) were spread throughout the Bureau. By contract, each patrol sergeant was earning an FTO stipend while recruits were training on squad. Recruits did not receive an evaluation when riding with non-FTOs (who still received the stipend).
- **Solution:** Four FTO squads were formed, reducing the number of sergeants earning the stipend. Also, by consolidating the FTOs, the number of training days was reduced significantly.
- Estimated reduction: **\$50,000/year**

# Key Services Metrics/Indicators

Performance Indicator	2012/2013
Percent of 9-1-1 calls answered within 10 seconds (excludes airport)	92.38%
Average response time for Code 2 calls for service (excludes airport)	13.8
Percent change of Part 1 Crimes	-2.74%
Percent change of total number of violent crimes	-2.96%
Percent change in the number of property crimes	-2.55%
Percent of cases cleared	87.56%

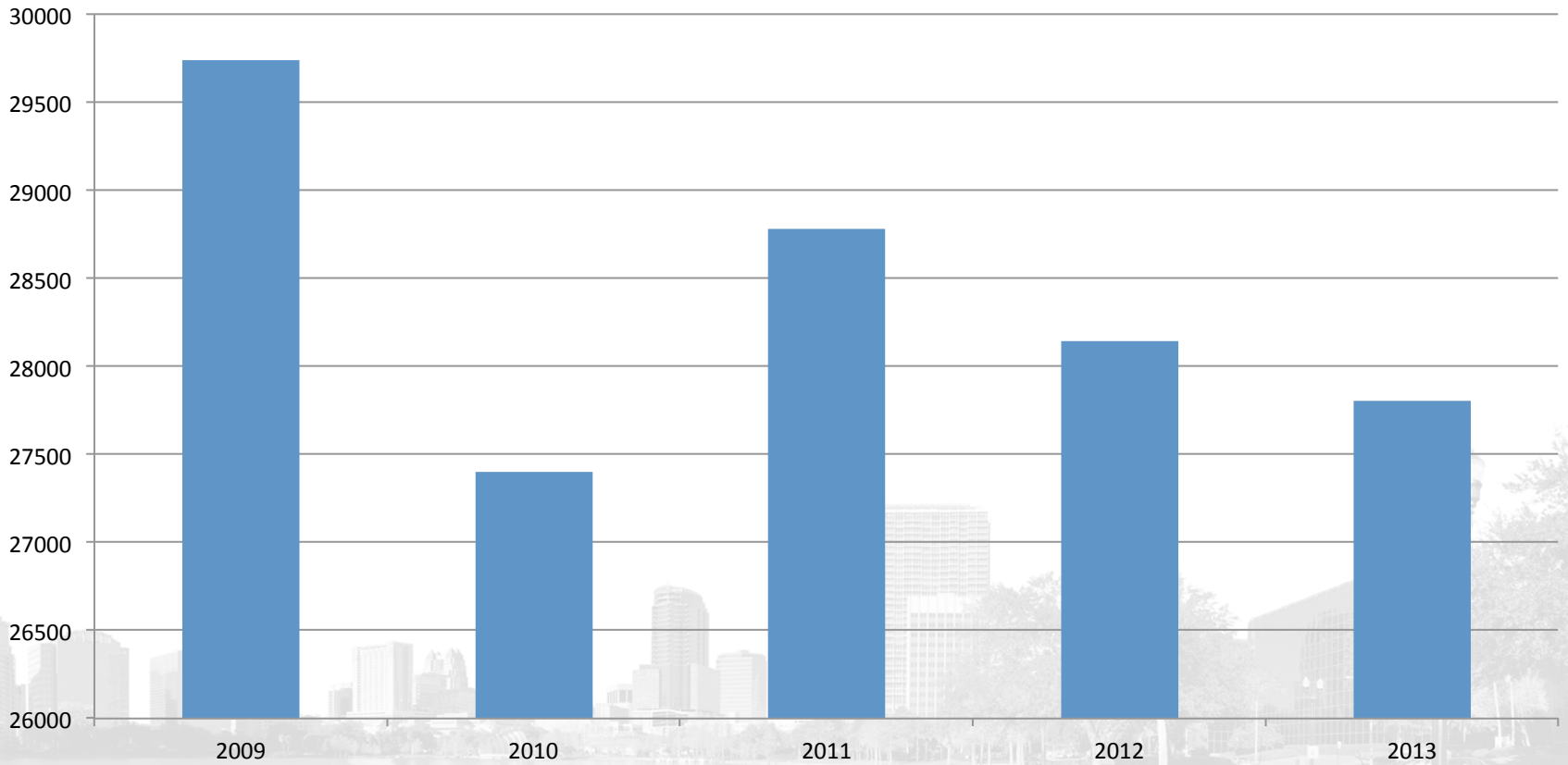
# Level of Service Trends

	FY 02	FY10	FY13
Population	185,951	239,037	249,525
Land Area	93.5 sq. miles	102.4 sq. miles	114 sq. miles
Calls Received	952,983 (total)	696,486 (total) 251,745 (9-1-1)	769,776 (total) 294,392 (9-1-1)
Traffic Stops	50,437	110,864	77,047
Suspicious Persons	38,617	54,102	39,763
Response Times (Code 2 Calls)	12.3 min	12.0 min	13.8 min



# Level of Service Trends

FDLE Part I & Part II Crimes





# Police Department

Evaluation of Further Resource  
Reduction



# Cost Savings and Reduction Made in Past Years

- Streamlined sworn hiring process
- Field Training Officer Program: creating training squads, reducing personnel costs & training costs, estimated \$50,000 per year
- In 2014 all leases were made 2 year leases, instead of 1 year, with an estimated cost savings of \$85,392
- Some of our personnel are still using computers from 2004-2005. We have 223 computers that are over 5 years old. 504 computers that are more than 4 years old.

# Cost Savings and Reduction Made in Past Years

- TEPRO Program being used for Airport staffing needs
- Reduction in civilian staff of 59 positions since 2002, a cost reduction of approximately \$4 million annually
- Swing Shift Program implemented
- Change of schedule for supply and records
- Reduced hours of the Downtown Detail
- Remaining Balance for OPD general Funds (funds returned)
  - FY12: \$3,822,659
  - FY13: \$2,356,123
  - FY14: (\$6,542,000) (Attrition Allowance)
  - FY14: \$1,785,000 (Reduction Contingency)

# Program Prioritization Basis

## Mandated/Regulatory Required Services

- Patrol Services
- Communications
- Criminal Investigations
- Support Services
  - Property and Evidence
  - Records



# Program Prioritization Basis

## Quality of Life Services

- Community Relations Unit/ Commissioner Liaisons
- Neighborhood Watch
- Volunteer Program
- Mounted Patrol





# Potentially Vulnerable Programs and Impact on LOS

## ➤ Commissioner's Liaisons'

- 1 Sergeant
- 6 Officers

## ➤ Mounted Patrol Unit

- 1 Sergeant
- 1 Officer
- 1 Horse Groom
- Barn Relocation
- Unit Overall Cost



# Value of Services Provided

- Reduction in FDLE Part I & Part II Crimes

## *Criminal Investigations*

- Successful JHIT program
- Homicide Solve Rate for 2013: 85%



# Value of Services Provided

## *Special Operations Division*

- Major Events at Amway Arena and Citrus Bowl
  - Florida Classic
  - Russell Athletic Bowl
  - Capital One Bowl
  - NBA All Star Game
  
- Traffic Enforcement
  - E Ticket Writers- Traffic Enforcement increased traffic citations by 60% since implementation of E Ticket Writers

# Value of Services Provided

## *Airport Division*

- Airport Division seized 41 guns in 2013, and 21 YTD
  - Reduction in guns being brought into the airport
- Airport Division conducted large scale training exercises with GOAA, TSA, FBI, US Military, and Customs and Border Protection Services

## *Downtown Community Policing Division*

- Panhandling Arrests: 492
- Underage Drinking Contacts: 110
- Underage Drinking Arrests: 57

# Value of Services Provided

## *Patrol Services*

- Calls for Service
  - 2011: 415,315
  - 2012: 393,258
  - 2013: 397,331

- DUI's
  - 2011: 537
  - 2012: 757
  - 2013: 694

- Guns Seized
  - 2011: 437
  - 2012: 480
  - 2013: 610

- Traffic Stops
  - 2011: 84,763
  - 2012: 73,143
  - 2013: 77,047

- Suspicious Persons
  - 2011: 50,830
  - 2012: 42,396
  - 2013: 39,763



# Value of Services Provided

## *Administrative Services*

- Recruiting Unit conducted 2 Women's Forums to recruit female applicants
- Recruiting Unit is involved with the Non Commissioned Officers Association, in a effort to connect "American Heroes with American Jobs"
- Communications met the State of Florida mandate of answering 911 calls within 10 seconds
- Communications answered a total of 762,018 calls in 2012 and 769,776 calls in 2013

# Closing

- Continued growth and population increase
- 57 million visitors to Orlando
- Patrol Car Allocation Model (PCAM)
- Officers per capita
- Level of response from police (new trends as a result of budget cuts)
- Inmate release (40% - 60% will be unsupervised)
- Officer safety
- Safety of our citizens
- Highest quality of professional services